

Appendix A: Points of Contact

1.3: Point of Contact for Interoperability Montana

The Interim Point of Contact (POC) that can be reached for questions regarding the Plan

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Information Technology Services Division

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1.6: Point of Contact for Tactical Interoperable Communications Plan (TICP)

The primary point of contact (POC) that can be reached for questions regarding the Plan:

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10.6 Point of Contact for Implementing the Plan

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Appendix B: Interoperability Montana Training Plan

1.7 Scope and Timeframe of the Plan.

7.1 Coordinated Statewide Training Exercise Program



TRAINING PLAN

Version 4

October 28, 2007

*THE NEXT GENERATION OF
INTEROPERABILITY RADIO*

NORTHROP GRUMMAN





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1. Introduction

1.1 Training Plan Overview

The wide ranging nature of the Interoperability Montana Project will present significant challenges to training responders and system users across the state. The sheer geographic size of the State of Montana, the 56 counties and 7 tribal nations give an idea of the scope of this effort.

One of the primary needs for training is the introduction of a new paradigm of radio communication in the state. The wide area trunking system brings new capabilities that allow users to communicate in ways that were not even possible through conventional VHF.

This training plan is being developed during the rollout of the first phases of the Interoperability Montana (IM) Project. Initial courses and planning will focus on those needs with the perspective that the plan will be used as the system is rolled out across the state.

Training and Development is a Process

This training plan is not intended to be the end, but rather the means to starting training. The plan is a general guide and is intended to help implement training programs. Learning is an ongoing process.

1.2 History of the Interoperability Montana Project

The Interoperability Montana Project is a partnership of local, tribal, state and federal response agencies committed to improving and expanding interoperable communications throughout Montana. The partners are divided into three main categories: 1) Regional Consortia (representing local and tribal interests); 2) State of Montana Agencies (representing all levels of state radio users); 3) Federal and Private Partnerships.

The IM Project consists of eight consortia and one mobile data terminal consortium, each with one voting membership on the board of Interoperability Montana Project Directors (IMPD). As part of the IM Project, each of these consortium have agreed to work together and advance the development of interoperable communications infrastructure according to the priorities and funding established by the IMPD. The IMPD is a dynamic, cohesive group dedicated to the deployment of Montana wide communications interoperability for public safety responders.

The majority of Montana's existing public safety voice radio systems rely on 30 year-old technology. The IM Project addresses the interoperable public safety communication system needs of the eight county consortiums as well as state and federal agencies in the State of Montana.

The improved ability of all local, tribal, state, and federal public safety responders to





communicate among and within these counties will provide citizens of Montana with an emergency responder force better able to protect them in the case of a disaster, whether natural or manmade. This is in keeping with the goals of the federal Homeland Security Agency that has supplied much of the funding for the project to date.

1.3 Training Motivation

With the introduction of new technology for interoperable radio communications comes the need for training on that new technology and any associated changes in operating procedures. The deployment of the first two Concept Demonstration Projects (CDP1 and CDP2) resulted in the deployment of a vast new radio system spanning the region surrounding Lewis and Clark County and the Northern Tier project which covers the entire 565 mile border with Canada and south for roughly 75 miles.

The training for this and any other new system of this size requires the careful identifications of training needs and a careful coordination with users so their training is received in a timely manner, but not too far in advance of the deployment of the new system.

Training must also be tailored to the users receiving training. A dispatch person, for example, does not need the same training as a law enforcement officer in the field, who may require different training than a Fire Chief. As a result, this Training Plan is structured in modules that can be combined in ways to most effectively meet the training needs of all targeted users.

In CDP1 it was pointed out that without recurring training, people will fall back to old habits. Recurring training is critical to effective ongoing operations of the new system.

1.4 Training Goals

Each person receiving training on the new Interoperability Montana radio system is there because they have an identified need to use that equipment in an effective, efficient, and coordinated manner. Although similar to equipment used in the past, the new equipment is different enough, and the Standard Operating Procedures (SOPs) can be different enough that simply picking it up and using it without training will not be sufficient, particularly in an emergency.

Each person receiving training will not only be required to learn how to operate the new equipment, but will also need to learn about any changes in SOPs that have been identified by each jurisdiction receiving training. In reality, the new equipment, once the initial learning curve is overcome, should be easier to use than the old, in the sense that more of the mundane tasks (such as selecting a repeater) are done automatically for the user, without their awareness that these tasks are being performed.





Each user will be successfully trained if they leave training knowing the basic operation of the equipment they must deal with, along with the basic SOPs. It is never really possible for a person to leave a training knowing every and all aspects of the subject being trained upon. It is, however, possible to leave training knowing the basic operating principles, and where to find the answers to subsequent questions. With this in mind, the training program includes the reference materials necessary to provide the trainees with the resources they will require to meet their future information requirements.



2. Training Methodology

2.1 Trainer Roles

Trainers will be developed from local users who have an interest in the technology and the people who use it. They understand the system, how to experiment with it, and then be able to adapt the new capabilities with their SOPs and then share the information with their peers. It will be critical for this trainer role to bring coordination between the PSAP and field level responders.

One of the first tasks to be performed as part of the development of the training program is to recruit and select who the trainers are going to be. The first tier of trainers will consist of that trainer, or those trainers, who will “train the trainers.” The second tier is these trainers who were trained by the first tier and who will subsequently go forth and train the rest of the users across a consortium.

Once trained, the second tier of trainers will contact local agencies and set up a schedule for training. The exact size and geographic diversity of the training to be provided will be determined at a later time.

2.2 Trainee Roles

The following are a list of potential roles that will be associated with a suggested training curriculum shown in matrix form in the next section.

- **Training Manager:** The training manager will be a staff level position within the organization that reports to the IMPD. This person will oversee and coordinate training programs for responders across the state of Montana.
- **Executive:** This group would include County Commissioners, Tribal Council Members, Consortia Board Representatives, Sheriffs, City Police Chiefs, Fire Chiefs, State Agency Administrators, Federal Partners, etc.
- **Responder:** This group would include anyone who responds to incidents and uses the two way radio communication for that purpose.
- **Dispatch:** This group involves anyone who works in a dispatch center.
- **System Admin:** This group involves anyone who will be included in management of the trunked radio system, the network that supports the system or programs radio equipment.
- **Communication Manager:** This group involves people who oversee groups of people using the system or who define any type of standard operating procedures. This could include 911 Coordinators, Police Captains, EMS coordinators, Fire Captains, etc.





2.3 Course Information

The following table contains a list of potential course titles grouped into modules that can be directed to specific roles and attendees. Additional and more detailed individual courses will be identified and added to this list as the program moves forward.

The timeline for these courses would have to be evaluated at the operational department level to limit costs in both dollars and time. An organization training manager would select minimum course requirements for their organization.

Course descriptions would be created as an appendix to this plan.

Categorized Courses	Descriptions	Roles				
x = Mandatory o = Optional		Executive	Responder	Dispatch	Sys Admin	Comm Mgr
Fundamentals						
Radio Fundamentals		X	X	X	X	X
Trunking Fundamentals		X	X	X	X	X
Radio Programming					X	X
Standard Operating Procedures		O	X	X	X	X
Dispatch		O	X	X	X	X
Mutual Aid Channels		O	X	X	X	X
Encryption		O	X	X	X	X
NIMS Fundamentals		X	X	X	X	X
Responders and Interoperability						
Local Standard Operating Procedures		X	X	X	X	X
Statewide Standard Operating Procedures		X	X	X	X	X
System Administration						
Trunking System Administration				X	X	X
Fleetmapping				X	X	X
Programming Radios					X	X
Network Management					X	X
Network Monitoring					X	X





Maintenance						
So You Are The New Site Manager...						X
Advanced Dispatch						
Consoles				X	X	X
Advanced Trunking Capabilities				X	X	X
Continuing Education and Advanced Classes						
After Action Reporting and SOP Updates		X	X	X	X	X

2.4 Training Options and Guidelines

Setting up and conducting training should be categorized into two areas: academic training and operations training. The academic training would provide field users and others an overview of the more technical aspects of the program. This could include a laymen's view of system administration, radio programming, networking, etc. Operational training would focus responders on how they use the radios rather than on how the system works.

2.5 Training Matrix, Sequence and Optional Locations

Notice the key and how to determine which course is required for which position; optional courses would be taken depending on region, funding, time, and management.

Once the preliminary courses have been completed, each trainee must follow up with more thorough training in order to become a certified user. Another alternative is to bypass the basic courses and complete the advanced courses in their entirety. Completing this course work depends upon available time and experience required in order to do the job.

What has been identified a critical component of this training plan is the need for responders to go through continuing education classes on the system. Based on the feedback from CDP1 it was felt that follow up training should take place twice per year. It was suggested that this take place in the spring and fall of the year for every responder.

After Action Reports need to be completed for major incidents. These reports can then be used to refine standard operating procedures and ultimately be taken back to responders who are involved in a particular type of incident.

The following is a list of options for where classes could be conducted:





- Community Colleges
- Fire Training School
- Law Enforcement Academy

The follow is a sample list of organizations that can help with providing courses, content and resources:

- MSPOA
- DNRC
- MACOP
- MPPA
- FCA

2.6 SOP Breakout Sessions

Without recurring training on standard operating procedures responders will fall back to old habits and methods of communication. This may limit their ability to interact with regional, state and federal agencies. Exercises have been identified as one of the most effective methods of training due to the hands on nature of the training.

To be most efficient, it might be advisable to try to combine some of the above mentioning trainings into a general training related to the discipline, and then have breakout sessions where differing SOPs are trained on by locals familiar with their respective SOPs:

Cost may be a hindrance to the training process. Not just in dollars, but with volunteers the cost is measured in time. In any case the training manager and departmental communication managers will have to create more detailed training plans that balance out the need for training with the availability of resources and funding.

2.7 Curriculum Options per Discipline

The training materials to be developed for each of the courses listed above will include the following modules:

1. Common – Required training common to everyone receiving training
2. Dispatch – Training unique to Dispatch, if any
3. Law Enforcement – Training unique to LE, if any
4. Fire – Training unique to Fire, if any
5. EMS – Training unique to EMS, if any
6. Public Works – Training unique to PW, if any
7. MHP – Training unique to MHP, if any
8. Dept. Transportation – Training unique to MDT, if any
9. DOC – Training unique to DOC, if any





10. DNRC – Training unique to DNRC, if any

3. Training Materials and Logistics

3.1 Materials Development

The primary methodology for training will initially involve a trainer, printed materials, presentations and in-person training sessions. As the program evolves and materials are developed, there is a good possibility that some of the fundamental training could be developed for online or self-paced training and materials.

In any case the strategy for creating the training materials could involve:

- Solicit from users what they feel they need to be trained on.
- Look for sources of training materials, as well as options for on-line courses, teleconference, in person, etc. SAFECOM and other organizations may be able to provide materials and courses.
- Utilize and modify any existing training materials that involve interoperability and SOPs.

While it may be possible to create the training material without soliciting input from future users of the system, giving them the opportunity to provide input will ensure areas of training are not missed. Future users will be tempted to say, “I don’t know the new system so how would I know what I need to be trained on?” This indicates the users are concentrating on the wrong thing. User responses should encompass what it is they need to be able to do to perform their jobs efficiently and successfully. Once this information is returned to the training material developers, they can turn those “what’s” into “how’s” using the new system.

The initial statewide training will be conducted using an instructor led hands-on radio training methodology. Instructor led hands-on radio training provides a combination of classroom training and actual radio usage. This training strategy allows for individualized, personalized attention and motivation from an experienced instructor. Trainee questions can be answered immediately and the user acquires actual hands-on, real-life experience with the system.

Initial training will be conducted using instructor-led lecture classes with hands-on exercises that allow the user to work in the training system. On-line help, handouts, and structured training exercises will be used to supplement the instructor-led classes. Instructors will provide workers with personalized feedback while workers have the opportunity to perform exercises that are related to their daily tasks. Workers will also have the opportunity to bring actual cases to work on during a lab session which will allow for application of the training data to real-life, familiar situations. While instructor led hands-on training is the most effective way to train a large number of users on a new radio system within a specified implementation schedule, a drawback to this methodology is the length of the session. Experience with conducting systems training shows that the effectiveness of classroom training diminishes significantly if the session exceeds





one week; however, it is sometimes impossible to train users to the ideal level of proficiency within one week. However, this training methodology combined with other implementation strategies (i.e., Help Desk, User Manual and on-going training) will mitigate the impact of this disadvantage.

The first training session should be considered a pilot session, with the expectation the training material will be a little rough and needing improvement. Each group of students will be asked for feedback on how the course can be improved, but the first group will be especially important in this regard, providing trainers with the first set of feedback they will receive.

Effective communication both prior to and during the initial statewide implementation is one important element in a smooth introduction.

Pre-implementation communication methods will include:

- A Pre-Training Guide will be published and distributed to each user prior to their designated training session. The Pre-Training Guide will highlight certain information (i.e., basic usage, programming, mutual aid). The guide will be accompanied by a cover letter which will include the assigned training date and location, a list of items to bring to training, and training parameters (i.e., dress code).

On-going communication tools will include:

- On-line help and announcements will be used to clarify issues which may result in training and/or to update users about system modifications.

3.2 Visual Aids

Diagrams and graphics, such as the ones below, would be included in the training manual as well showing typical radio controls and programming configuration:



The power of an image is unsurpassed for conveying volumes of information. Several visual aid materials are appropriate for radio communications training beyond the traditional use of slides and overhead transparencies. For introducing equipment, increasing familiarity with features,



and presenting new procedures, videos and photographs serve as enhanced training tools. The use of actual user equipment during training sessions to demonstrate methods or functions interactively can significantly enhance training opportunities. Furthermore, the ability of users to demonstrate problems or difficulties interactively on the actual equipment provides an additional avenue for feedback and instruction. Also, system coverage area maps can be used to identify problem coverage areas for technical investigations and potential corrections.

3.3 Facilities and Equipment

Options for facilities could include working through the current responder training sources such as local community colleges, the Fire Training Program, Law Enforcement academies, and DES training programs.

Depending on whether or not training is local, regional, live, or web cast, there are many options. Facilities and equipment required will depend on the desired means of delivery. Regardless, a live testing version would best support the training of interoperability radio users. A small region of the system will be established to allow interactive training using the new software, providing hands on training for all users during the entire training process. This is necessary for accurate user training and ease of transition into the new system, also allowing trial and error testing without affecting the live system. This region will be active only when scheduled training activities are occurring. In order to simulate the production system, software for training will be copied from the most current version available when training begins. This isolated training region is essential for several reasons:

- The instructors will not have to worry about changes made to modules as training sessions are in progress. This will eliminate the possibility of interruptions to the training process resulting from the migration of load modules into the training environment.
- The instructors will not have to alter their training strategy due to system or database changes made once the training process has been initiated unless necessary.
- It is critical that users develop confidence in the interoperability radio system throughout the training process. Ongoing interruptions due to software changes or lack of data integrity could be detrimental to this goal.



4. Schedule

4.1 Training-the-Trainer Time Line

Initial train the trainer programs are being conducted in the Northern Tier at the time of this report. Further training schedules will have to be determined based on the need of local jurisdictions.

4.2 Trainee Schedule

Training will occur based on the final system implementation schedule for each region. The overall approach has been designed to minimize any disruptions to the day-to-day activities, yet provide workers with the skills necessary to be able to use their radios immediately after completion of the training curriculum. In other words, no office will have all of the workers being trained at the same time so that some workers remain to cover the day-to-day responsibilities.

4.3 Rollout Schedule

The overall approach to training will be designed to minimize any disruptions to the day-to-day work activities, yet provide workers with the skills necessary to be able to use their radio systems immediately after completion of the training curriculum. In other words, no office will have all of the workers being trained at the same time so that some workers remain to cover the day-to-day responsibilities.

5. Budget

5.1 Training Budget

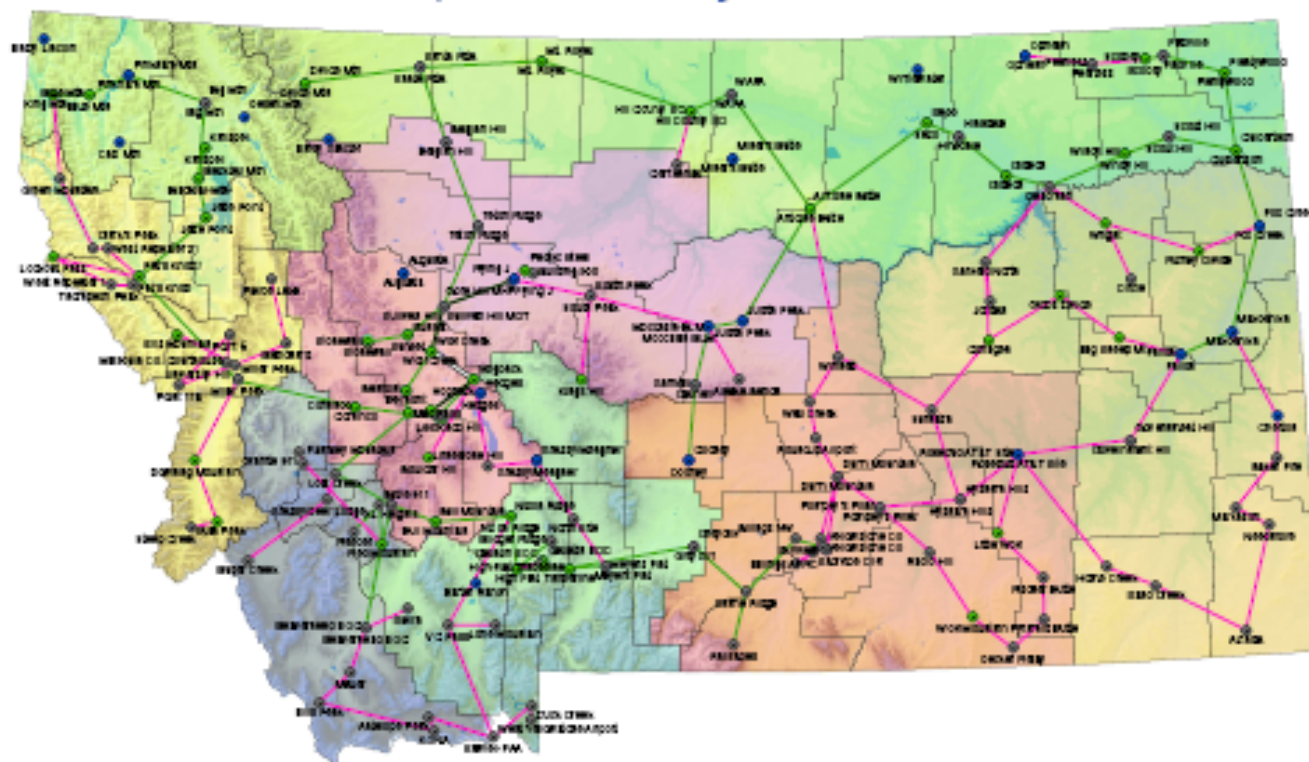
The training budget is being prepared with the overall budget for the Interoperability Montana Project Directors staffing and operations. Anticipated completion of this budget is January 2008.



Appendix C: Interoperability Montana Network Plan

1.7 Scope and Timeframe of the Plan.

Interoperability Montana



This map is intended to be used as a reference only. It is not intended to be used as a legal document. The map is not intended to be used as a legal document. The map is not intended to be used as a legal document.

- 1. The map is not intended to be used as a legal document.
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NORTHROP GRUMMAN



Appendix D: Interoperability Montana Frequency Plan

1.7 Scope and Timeframe of the Plan.

Submitted by the Interoperability Montana Frequency Subcommittee

Purpose

The purpose of this document is to define the approach and management of frequency resources necessary for interoperable communications in the State of Montana. This Frequency Plan will be continuously monitored and updated by the Interoperable Montana (IM) Frequency Subcommittee (IMTC-FS), working under direction of the Interoperability Montana Technical Committee (IMTC) and Interoperability Montana Project Directors (IMPD).

Primary Responsibilities

Frequencies are an important, limited resource in developing wireless voice and data communications for Public Safety. In Montana, frequency issues include the use of VHF, UHF, 700 MHz voice and data communication, and 4.9, 6, 11, 18 and 23 GHz microwave spectrum. This document will define the process and procedures for managing the Interoperable Montana frequency resources. The primary functions of frequency management for the project include:

1. Creating a sustainable strategy for emergency communication growth and development in Montana;
2. Identify existing resources that may be utilized in interoperable communications and the IM Project;
3. Working with partners to solve frequency utilization issues;
4. Identify and obtaining frequency resources;
5. Overseeing the license submittal and management process for Interoperability Montana and partners that request assistance;
6. Monitor and direct IM staff and contractors in frequency licensing and search tasks;
7. Provide coordination with vendors regarding frequency problems during radio deployment and operations;
8. Provide education and training to IM members and partners on frequency matters;
9. Document all frequency ownership, use and transactions;

Under this document, the IM Frequency Subcommittee will be the group with primary responsibility to implement this plan under the guidance of the IMTC. The IMTC-FS is comprised of Interoperability Montana members and partners appointed by the IMTC to focus on frequency issues. The IMTC-FS is led by a committee chair appointed by the Technical Committee Chairperson. Several members provide extensive full or part-time frequency support to the IM Project. The scope of support provided by these individuals is identified as an attachment to this document.

Frequency Plan Modifications

The Frequency Subcommittee will work with the Interoperability Montana Technical Team



(IMTC) for identifying short and long-term frequency needs. These needs are identified through the network plan, site priority list and direction through IMPD decision. When significant changes are needed, the IMTC-FS will develop and propose changes and submit them to the IMTC for approval. If approved, these changes will be forwarded to the IMPD for final approval and incorporation into the Montana Statewide Interoperability Plan.

Frequency Acquisition Process

Once the need for frequency resources is identified through the Montana Statewide Interoperable Communication Plan and specific site priorities established through recommendations by the IMTC and approved by the IMPD, the Frequency Subcommittee will initiate a spectrum identification and acquisition process. Oversight for this process is the responsibility of the Frequency Subcommittee Chairperson, with support from the committee.

The following represents the approach the IMTC-FS will utilize to identify and acquire appropriate VHF and/or 700 MHz frequencies.

1. Frequency needs are communicated from the IMTC/IMPD regarding sites that are scheduled to be developed, pending budget availability, with-in the next 18 months.
2. The IMTC-FS will meet to review the needs and assign responsibilities.
3. IMTC-FS members will contact local agencies and partners to determine if existing spectrum can be utilized.
 - a. As necessary, IMTC-FS members will work with vendor staff to determine the suitability of identified spectrum.
4. The IMTC-FS will then initiate frequency searches and submission of Federal Communication Commission (FCC) applications, through members or contractor, for available spectrum needed at identified sites;
 - a. Frequency search contracted services may be through Interoperability Montana, State of Montana, or local procurement with funding set aside through the IMPD.
 - b. Monitor submission of frequencies through the coordination process.
5. The IMTC-FS will be responsible for obtaining Letters of Concurrence (LOC) from other agencies, through members or contract, for frequency coordination and interference issues.
6. Proper documentation will be provided to contractors and the FCC as appropriate.
7. Selected frequencies will be reviewed with IM members and radio vendors for suitability of use. If the spectrum can't be utilized from a technical perspective, or can't be licensed due to FCC/Industry Canada objection, the IMTC-FS shall direct additional frequency search and licensing activities to be initiated.
8. The IMTC-FS will keep detailed records regarding licensing activities and provide regular reports to the IMTC, IMPD and project manager.

* Long-term frequency needs will be evaluated continuously by the Frequency Subcommittee. Because of the limited amount of spectrum available, the subcommittee may determine it would be in the best interest of the Interoperability Montana Project to identify and license spectrum that may not be utilized for several years. This may include sites near international borders, near other states or in high-use areas. The Frequency Subcommittee will identify these areas and recommend action to the IMTC. Once approved, acquisition of these resource will follow the above process but will be licensed as 'slow growth' for future development.



Additional Frequency Subcommittee Responsibilities

In addition to the aforementioned approach to frequency identification and acquisition, the IMTC-FS will also complete the following tasks in support of the IM Project and Montana Statewide Interoperable Communications Plan.

- Produce and review coverage maps utilizing software provided by the IM project;
- Analyze and review coverage data produced by vendors and contractors;
- Assist vendors in licensing of microwave frequencies;
- As practical, provide intermodulation and interference analysis of proposed spectrum;
- Provide long-term planning for frequency re-use across the state;
- Provide technical liaison with Federal, International and other states on frequency matters;
- Assist the IMPD and the State of Montana in establishing frequency search contracts and coordination contracts.
- Work closely with frequency coordinators in resolving frequency issues and problems;

Frequency Conflict Resolution

Should issues arise from the search, licensing or use of spectrum as part of the Interoperability Montana Project, the IMTC shall direct that these issues be given to the Frequency Subcommittee for review and recommendation for resolution. These recommendations will be immediately communicated to the Interoperability Montana Project Directors Executive Board, through the IMTC Chair.



Appendix E: Montana Mutual Aid Frequencies Handbook

2.5 & 6.1: Montana Mutual Aid Frequencies Handbook

Available on the State of Montana Public Safety Service Bureau website:

http://pssb.mt.gov/docs/2005_mutual_aid_book_2005_web_final.pdf



Appendix F: Interoperability Montana Consortia Needs Assessments

3.1 Interoperability Montana Consortia Needs Assessments

Available on the following Interoperability Montana webpages:

Big Sky 11 Interoperability Project:

<http://interop.mt.gov/bigsky11.asp>

Central Montana Interoperability Communications Consortium (CMICC)

<http://interop.mt.gov/cmicc.asp>

Eastern Tier Interoperability Project (ETIP)

<http://interop.mt.gov/etic.asp>

I-15/90 Corridor Interoperability Communications Project (I-15/90)

<http://interop.mt.gov/15-90.asp>

Mobile Data Terminal Consortium (MDT)

<http://interop.mt.gov/mdtc.asp>

Northern Tier Interoperability Project (NTIP)

<http://interop.mt.gov/ntip.asp>

South Central Montana Interoperability Consortium (SCMIC)

<http://interop.mt.gov/scmic.asp>

Southwest Interoperability Project (SWIP)

<http://interop.mt.gov/swip.asp>

Tri-County Interoperability Consortium (TIC)

<http://interop.mt.gov/trico.asp>

Western Interoperable Communication Consortium (WICC)

<http://interop.mt.gov/wicc.asp>



Appendix G: Statewide Interoperability Executive Council Members

4.1 Statewide Interoperability Executive Council Members.

Janet Kelly (or designee), Department of Administration, PO Box 200101, Helena MT 59620
Chair, Statewide Interoperability Executive Advisory Council
Work phone: 406-444-3033; Home phone:
Appointment date: September 7, 2006; Term ends: September 7, 2008
Qualification: Director, Department of Administration

Mike McGrath (or designee), PO Box 201401, Helena MT 59620
Vice Chair, Statewide Interoperability Executive Advisory Council
Work phone: 406-444-2026; Home phone:
Appointment date: September 7, 2006; Term ends: September 7, 2008
Qualification: attorney general

Kathy Bessette, Hill County Courthouse, 315 Fourth St, Havre MT 59501
Member, Statewide Interoperability Executive Advisory Council
Work phone: 406-265-5481; Home phone:
Appointment date: September 7, 2006; Term ends: September 7, 2008
Qualification: county government representative

Ron Tussing, City of Billings, PO Box 1178, Billings MT 59103
Member, Statewide Interoperability Executive Advisory Council
Work phone: 406-657-8296; Home phone:
Appointment date: September 7, 2006; Term ends: September 7, 2008
Qualification: municipal government representative

Cheryl Liedle, Lewis & Clark County, 221 Breckenridge, Helena MT 59601
Member, Statewide Interoperability Executive Advisory Council
Work phone: 406-447-8235; Home phone:
Appointment date: September 7, 2006; Term ends: September 7, 2008
Qualification: county law enforcement representative

Lissa Power, 2420 Bridge St, Miles City MT 59301
Member, Statewide Interoperability Executive Advisory Council
Work phone: 406-234-6273; Home phone:
Appointment date: September 7, 2006; Term ends: September 7, 2008
Qualification: municipal law enforcement representative

Chuck Winn, PO Box 1230, Bozeman MT 59771
Member, Statewide Interoperability Executive Advisory Council
Work phone: 406-582-2350; Home phone:
Appointment date: September 7, 2006; Term ends: September 7, 2008
Qualification: paid fire department representative

Jodi O'Sullivan, 100 16th Ave East, Polson MT 59860



Member, Statewide Interoperability Executive Advisory Council
Work phone: 406-883-6937; Home phone: 406-883-3598
Appointment date: September 7, 2006; Term ends: September 7, 2008
Qualification: volunteer fire department representative

Mary Failing, PO Box 729, Poplar MT 59255
Member, Statewide Interoperability Executive Advisory Council
Work phone: 406-786-3323; Home phone: 406-768-8641
Appointment date: September 7, 2006; Term ends: September 7, 2008
Qualification: emergency medical community representative

Chuck Lee, PO Box 575, Baker MT 59313
Member, Statewide Interoperability Executive Advisory Council
Work phone: 406-778-2868; Home phone: 406-778-7121
Appointment date: September 7, 2006; Term ends: September 7, 2008
Qualification: 9-1-1 community representative

Elizabeth Horsman, Assistant US Attorney, 901 Front Street, Suite 1100, Helena MT 59626
Ex-Officio Member, Statewide Interoperability Executive Advisory Council
Work phone: 406-457-5269; Home phone:
Appointment date: September 29, 2006; Term ends: September 7, 2008
Qualification: federal representative

Mary Sexton (or designee), PO Box 201601, Helena MT 59620
Ex-Officio Member, Statewide Interoperability Executive Advisory Council
Work phone: 406-444-2074; Home phone:
Appointment date: September 29, 2006; Term ends: September 7, 2008
Qualification: Director, Department of Natural Resources and Conservation

Jim Lynch (or designee), PO Box 201001, Helena MT 59620
Ex-Officio Member, Statewide Interoperability Executive Advisory Council
Work phone: 406-444-6201; Home phone:
Appointment date: September 29, 2006; Term ends: September 7, 2008
Qualification: Director, Department of Transportation

Mike Ferriter (or designee), PO Box 201301, Helena MT 59620
Ex-Officio Member, Statewide Interoperability Executive Advisory Council
Work phone: 406-444-3930; Home phone:
Appointment date: September 29, 2006; Term ends: September 7, 2008
Qualification: Director, Department of Corrections

Joan Miles (or designee), PO Box 4210, Helena MT 59620
Ex-Officio Member, Statewide Interoperability Executive Advisory Council
Work phone: 406-444-5622; Home phone:
Appointment date: September 29, 2006; Term ends: September 7, 2008
Qualification: Director, Department of Public Health and Human Services

Jeff Hagener (or designee), PO Box 200701, Helena MT 59620



Ex-Officio Member, Statewide Interoperability Executive Advisory Council
Work phone: 406-444-2535; Home phone:
Appointment date: September 29, 2006; Term ends: September 7, 2008
Qualification: Director, Department of Fish, Wildlife and Parks

William R. Hedstrom (or designee), 400 Lost Creek Drive, Kalispell MT 59901
Ex-Officio Member, Statewide Interoperability Executive Advisory Council
Work phone: ; Home phone: 406-756-7262
Appointment date: September 29, 2006; Term ends: September 7, 2008
Qualification: Chair, Board of Livestock

Randall Mosley (or designee), PO Box 4289, Fort Harrison MT 59636
Ex-Officio Member, Statewide Interoperability Executive Advisory Council
Work phone: 406-342-3000; Home phone:
Appointment date: September 29, 2006; Term ends: September 7, 2008
Qualification: Adjutant General, Department of Military Affairs

Bruce Nelson (or designee), PO Box 200801, Helena MT 59620
Ex-Officio Member, Statewide Interoperability Executive Advisory Council
Work phone: 406-444-3111; Home phone:
Appointment date: September 29, 2006; Term ends: September 7, 2008
Qualification: Governor's office representative

** Tribal Government appointment pending



4.3 Memorandum of Understanding between Local Government Consortia

MEMORANDUM OF UNDERSTANDING

This Memorandum of Understanding (MOU) is entered into between local government consortia consisting of BIG SKY 11 INTEROPERABILITY CONSORTIUM, CENTRAL MONTANA INTEROPERABILITY COMMUNICATIONS CONSORTIUM, EASTERN TIER INTEROPERABILITY CONSORTIUM, I-15/90 CORRIDOR INTEROPERABILITY COMMUNICATIONS CONSORTIUM, NORTHERN TIER INTEROPERABILITY CONSORTIUM, SOUTH CENTRAL MONTANA INTEROPERABILITY CONSORTIUM, TRI-COUNTY/SOUTHWESTERN INTEROPERABILITY CONSORTIUM, and WESTERN INTEROPERABLE COMMUNICATIONS CONSORTIUM (“Consortia”), the MOBILE DATA TERMINAL CONSORTIUM (“MDT”), and Montana state agencies consisting of MONTANA DEPARTMENT OF JUSTICE, MONTANA DEPARTMENT OF NATURAL RESOURCES & CONSERVATION and MONTANA DEPARTMENT OF TRANSPORTATION (“State Agencies”) for the purpose of creating Interoperability Montana, an association that will coordinate and establish policies and protocol for a state-wide interoperable communications system capable of providing interoperable wireless voice and data exchange for the entire realm of public safety and emergency management.

Recitals

1. Each Consortium has been formed through an interlocal agreement between its member counties and Indian Nations. The interlocal agreements establish the position of Project Director, who is the executive officer for the Consortium and is authorized to represent it as a member of the board for Interoperability Montana.



2. The Consortia desire to establish an association known as Interoperability Montana, which will have capability to coordinate and oversee a statewide reliable and effective interoperable communications system capable of providing interoperable wireless voice and data exchange for the entire realm of public safety and emergency management, including a response to terrorism, the threat of terrorism and all-hazards.

3. Montana Department of Justice, Montana Department of Natural Resources & Conservation, Montana Department of Transportation and MDT each have an interest in the effective operation of Interoperability Montana and are willing to voluntarily participate. Each is desirous of having a representative on the board for Interoperability Montana.

4. The objective of Interoperability Montana is to establish standards and protocols for the acquisition and operation of public safety radio and wireless communications equipment. This standardization has the goal of creating an interoperability public safety radio communications system in Montana that is a standards-based shared system of systems and is a wide-area system for use by public safety responders. This communications interoperability among public safety emergency responders will ensure their radio communications systems will work seamlessly with other systems or products without any special effort. This interoperability approach to communications systems allows public safety responders in Montana to exchange voice and data communications on demand, in real time, during emergencies and disasters.

5. The parties expect that the standards set by Interoperability Montana will provide advanced channel management for the shared use of frequencies, seamless roaming throughout the respective trunked areas (footprint), and enhanced responder safety through embedded signaling, while at the same time enhancing interoperable communications with existing legacy VHF radios. For lower levels of interoperability, current mutual aid channels will be maintained and available for use.



Agreement

In furtherance of this Memorandum of Understanding, the parties agree to:

I. Organization of Interoperability Montana: The parties agree to form Interoperability Montana, an association of the parties as its members, which will be controlled by a Board of Directors as set forth herein.

A. Membership: The Board consists of the Project Manager from each of the eight Consortia, a designated representative from each of the three State Agencies and one from MDT. Any party may designate in writing an alternate representative who may fulfill the duties of the representative in the absence of the same as defined in the Bylaws Article 3: Membership, Section 3.1.

B. Terms of Representatives and Alternates: An appointed representative or alternate will serve for the term designated the respective consortium as defined in the Interoperability Montana Bylaws, Article 3: Membership, Sections 3.1 and 3.2.

C. Duties and Authority of Board: To participate in Interoperability Montana and work toward achievement of vision, mission and goals, the Board shall:

1. Select from its members a Chair, Vice Chair and Second Vice Chair;
2. Adopt bylaws to govern its internal affairs;
3. Meet at least six (6) times a year or at the call of the Chair or a majority of the Directors using face-to-face meetings, voice conferencing or video conferencing;
4. Conduct meetings and records of meetings in conformance with Title 2, Chapters 3 and 6, MCA;
5. Arrange for Interoperability Montana, a state agency, or a local



jurisdiction to hold, secure, and maintain the records of the Board and to provide for administrative and financial support for the Board as it may need;

6. Enter into an agreement or memorandum of understanding with funding sources including, but not limited to, Department of Homeland Security and the Public Safety Interoperability Communications (PSIC) grants to:

a. Prioritize interoperability requirements and request government funding;

b. Assess regional priority communications interoperability requirements; and

c. Make recommendations on the feasibility of methods to develop or implement Montana-wide communications interoperability and local or regional projects;

7. Establish standards and protocols for the acquisition, maintenance and operation of public safety radio and wireless communications equipment and for seamless roaming throughout the State of Montana and enhanced responder safety through embedded signaling;

8. Assist all Consortia in applying for funding for communications equipment, facilities and technical assistance for interoperability compliance;

9. Provide advanced channel management for shared use of frequencies licensed during the Interoperability Montana project for trunking and non-trunked systems.

10. Prepare a budget for recommended disbursement of funds authorized through private and public grants and legislative appropriations to members of the Consortia, State Agencies or MDT to create, equip, operate and



maintain the state-wide interoperability public safety radio communications system; and

11. Do all things necessary and within the legal authority of the Board to create, equip, operate and maintain a state-wide interoperability communications system.

12. Hire or contract an executive officer and staff to support Interoperability Montana's vision, mission and goals.

II. Manner of Financing Governing Board:

A. **Expenses of Board:** Expenses of the board may be authorized for payment through any mechanism that does not commit the levying of taxes, indebt any of the consortia, State Agencies or MDT.

B. **Establishing and Maintaining a Budget:** The board has no authority to levy taxes or indebt the consortia, State Agencies or MDT in this MOU. However, the board can establish a budget for Interoperability Montana as a result of funding authorized as a sub-grantee from awarded grants, the Legislature of the State of Montana or user fees adopted by the governing body of local jurisdictions of the consortia, State Agencies and/or MDT.

C. **Prohibition on Indebtedness:** The Board has no authority to establish a budget that is binding upon Consortia, State Agencies or MDT, to levy taxes, or otherwise indebt the Consortia, State Agencies or MDT.

III. **Duration:** This Agreement is effective upon execution and continues until such time as the parties hereto terminate this Agreement by mutual agreement. If any party desires to withdraw from this Agreement and withdraw its representative from the Board of Directors, it may do so by giving one hundred eighty (180) days advance written notice to the Board of



Directors and the other parties. Upon withdrawal of a party, this Agreement remains in effect as to the remaining parties.

IN WITNESS WHEREOF, the parties hereto have executed this MOU as of the last signature date written below:

BIG SKY 11 INTEROPERABILITY CONSORTIUM

By _____
Project Director
Print Name _____
Date _____

CENTRAL MONTANA INTEROPERABILITY COMMUNICATIONS CONSORTIUM

By _____
Project Director
Print Name _____
Date _____

EASTERN TIER INTEROPERABILITY CONSORTIUM

By _____
Project Director
Print Name _____
Date _____

I-15/90 CORRIDOR INTEROPERABILITY COMMUNICATIONS CONSORTIUM

By _____
Project Director
Print Name _____
Date _____



NORTHERN TIER INTEROPERABILITY CONSORTIUM

By _____
Project Director
Print Name _____
Date _____

SOUTH CENTRAL MONTANA INTEROPERABILITY CONSORTIUM

By _____
Project Director
Print Name _____
Date _____

TRI-COUNTY/SOUTHWESTERN INTEROPERABILITY CONSORTIUM

By _____
Project Director
Print Name _____
Date _____

WESTERN INTEROPERABLE COMMUNICATIONS CONSORTIUM

By _____
Project Director
Print Name _____
Date _____

MOBILE DATA TERMINAL CONSORTIUM

By _____
Project Director
Print Name _____
Date _____

MONTANA DEPARTMENT OF JUSTICE

By _____
Attorney General
Print Name _____
Date _____



MONTANA DEPARTMENT OF NATURAL RESOURCES & CONSERVATION

By _____

Director

Print Name _____

Date _____

MONTANA DEPARTMENT OF TRANSPORTATION

By _____

Director

Print Name _____

Date _____



2007 INTERLOCAL AGREEMENT FOR

_____ INTEROPERABLE COMMUNICATIONS

CONSORTIUM

WHEREAS, Title 7, Chapter 11, MCA, permits local government units to make the most efficient use of their powers by enabling them to cooperate with other local government units on a basis of mutual advantage, and thereby to provide services and facilities in a manner, and pursuant to forms of governmental organization, that will accord best with geographic, economic, population, and other factors influencing the needs and development of local communities; and

WHEREAS, the above-referenced statute provides that an interlocal agreement may be adopted by authorization and approval by the governing bodies of the parties to said agreement; and

WHEREAS, _____, _____, _____, and _____ are Montana counties that are political subdivisions of the State of Montana, [and _____ and _____ are Indian Tribes governing federally recognized Indian reservations;] and

WHEREAS, the Counties [and Tribes] recognize the importance of a reliable and effective interoperable communications system capable of providing interoperable wireless voice and data exchange for the entire spectrum of public safety and emergency management; and

WHEREAS, the Montana local, [tribal] and state public safety agencies are cooperating in building a compliant radio communications system that allows radio users to effectively communicate in the interest of public safety on a statewide basis; and

WHEREAS, the Counties [and Tribes] desire to form a interlocal interoperability communications consortium whereby they can jointly cooperate and overcome the local barriers to arrive at a reliable and effective interoperable communications system within their jurisdictions; and

WHEREAS, through this consortium the Counties and Tribes can become a partner with other



county [and tribal] consortia, and Montana and United States Government agencies, in the Interoperability Montana.

NOW, THEREFORE, in consideration of the mutual covenants and agreements herein contained, the receipt and sufficiency whereof being hereby acknowledged, the Counties [and Tribes] hereto agree as follows:

1. PURPOSE OF AGREEMENT: This agreement is made and entered into by the Counties [and Tribes] to establish the _____ Interoperability Consortium, hereinafter referred to as “Consortium.” The Consortium will communicate and plan with response entities and government officials for overall interoperable communications within the counties [and reservations]. The purpose of the Consortium, and through partnering with other consortia throughout the State, is:

A. To achieve communications interoperability, which is the ability of public safety emergency responders to work seamlessly with other systems or products without any special effort.

B. For wireless communications interoperability to achieve the ability of public safety officials to share information via voice and data signals on demand, in real time, and when needed.

C. Work for a public safety radio communications system in Montana with technology that will be a standards-based, shared system of systems and will be a wide-area system for use by public safety responders.

D. Through the deployment of a migration plan that identifies the steps and process for each participating entity, the system will combine P25 trunked and P25 digital/analog conventional technologies to provide interoperable communications among P25 narrow band, digital trunked, and existing conventional users.

E. Procure and use compatible equipment that will seamlessly integrate with infrastructure equipment deployed in the Southwest Interoperability Project (Concept Demonstration Project #1) and Northern Tier Interoperability Project (Concept Demonstration Project #2). The equipment will operate narrow band in the VHF frequency range and will use a protected, high-capacity, digital microwave



backbone for voice and data interconnect traffic.

2. ORGANIZATION OF CONSORTIUM BOARD: The Consortium agrees to form a Governing Board and establish a position of Project Director, whose duties and responsibilities are set forth herein.

A. Membership: The Governing Board consists of one designated representative appointed by each County [and Tribe] whose appointment will be made in writing. Each County [and Tribe] may designate in writing an alternate representative who may fulfill the duties of the representative in the absence of the same. A County [or Tribe] may replace the representative or alternate at any time person, but the substitution is not effective until the Governing Body receives written notice of the substitution. The Governing Body shall keep the writing, making appointments part of its records.

B. Terms of Representatives and Alternates: An appointed representative or alternate will serve for the duration of this Interlocal Agreement unless earlier replaced by the Governing Body appointing the same.

C. Duties and Authority of Board: To participate in Interoperability Montana and work toward achievement of its goals and objectives, the Governing Board shall:

1. Select a Project Director;
2. Form policy consistence with the purposes of the Agreement;
3. Meet at least quarterly and at the call of any of its members;
4. Conduct meetings and records of meetings in conformance with Title 2, Chapters 3 and 6, MCA;
5. Designate members to hold, secure, and maintain the records of the Consortium and Governing Board and report and pay retirement system contributions;
6. Enter into agreements for the formation of Interoperability Montana, an association of consortia and government agencies, which will enter into an agreement or memorandum of understanding with the Montana Department of Military Affairs, Disaster and Emergency Services:



- a. To prioritize interoperability requirements and request government funding;
 - b. Assess regional priority communications interoperability requirements; and
 - c. Make recommendations on feasibility of methods to develop or implement Montana-wide communications interoperability and local or regional projects; and
7. Apply for and receive funding for the Consortium.

D. Duties and Authority of Project Director: The duties, responsibilities, and authority of the Project Director are:

1. Serve as Chief Executive Officer of the Consortium;
2. Be accountable to the Governing Board, be responsible for overall supervision of the activities of the Consortium and day-to-day operations of Consortium, and be the primary point of contact on all Consortium matters;
3. Be a non-voting member of the Governing Board, unless the Project Director is also a representative from one of the members, then the Project Director has the authority of a representative;
4. Be responsible for the preparation of minutes of the meetings of the Governing Board and submitting copies to the Montana Department of Military Affairs, Disaster and Emergency Services Division;
5. Provide coordination between the Consortium, State, [Tribal] and Federal agencies, private firms, and contractors engaged in the funding, design, management, and deployment of the project;
6. Serve as a member of the Project Directors Board of Interoperability Montana;
7. Execute documents and contracts previously approved by the Governing Board; and
8. Supervise activities of the Consortium and perform such other duties as assigned by the Governing Board.



E. MANNER OF FINANCING GOVERNING BOARD:

1. **Expenses of Governing Board:** Joint expenses, if any, will be divided equally between each of the Counties [and Tribes].
2. **Establishing and Maintaining a Budget:** The Governing Board has no authority to establish a budget, levy taxes, or indebt the Consortium or any of its members.

F. BYLAWS: The Governing Board will adopt bylaws to govern its internal affairs.

G. DURATION: This agreement is effective upon execution and continues until such time as the parties hereto terminate this agreement by the mutual agreement. If any member desires to withdraw from the Consortium, it may do so by giving one hundred eighty (180) days advance written notice to the Governing Board and the other members. Upon withdrawal of a member, this agreement remains in effect as to the remaining members.

DATED this ____ day of _____, 2007.

_____ **COUNTY**

By _____
(Print Name) _____
Board Chair

ATTEST:

By _____
(Print Name) _____
Clerk and Recorder

_____ **COUNTY**
By _____
(Print Name) _____
Board Chair

ATTEST:

By _____
(Print Name) _____
Clerk and Recorder



4.6 Memorandum of Understanding between the Department of the Interior (DOI) and the State of Montana

Available on the Interoperability Montana website:

http://interop.mt.gov/docs/NTIC_MOU.doc

4.6 Memorandum of Understanding between the Department of Military Affairs and the State of Montana

Available on the Interoperability Montana website:

http://interop.mt.gov/docs/MOU_DOI_Montana_October_2006.pdf



4.3 Interoperability Montana Project Directors By-Laws

BYLAWS INTEROPERABILITY MONTANA BOARD OF PROJECT DIRECTORS May 1, 2007

ARTICLE 1: Objectives:

- 1.1. The objective of the Interoperability Montana Project Directors (IMPD), as set forth in the establishing Memorandum of Agreement (MOA), dated November 14, 2005, is to promote and develop the Interoperability Montana (IM) Project, a communications voice and data system for Federal, tribal, state, local, and private sector public safety responders.
- 1.2. The Interoperability Montana system will be based on the Statewide Interoperability Executive Council (SIEC) approved policy and technical requirements.
- 1.3. The IMPD will operate as a Board of Directors and develop strategies and priorities for implementation of the IM Project.

ARTICLE 2: Organization:

- 2.1. The IMPD is authorized by implementing the Memorandum of Agreement (MOA) of November 14th, 2005, as recognized by SIEC.
- 2.2. The IMPD shall conduct business as set forth in these bylaws.
- 2.3. The IMPD shall develop strategies and implementation priorities with the Consortia to achieve Interoperability Montana.

ARTICLE 3: Membership:

- 3.1. The IMPD will consist of Project Directors from Big Sky 11 Interoperability Consortium, Central Montana Interoperability Communications Consortium, Eastern Tier Interoperability Consortium, I-15/90 Interoperability Consortium, Mobile Data Terminal Consortium, Northern Tier Interoperability Consortium, South Central Montana Interoperability Consortium, TRI-County/Southwestern Interoperability Consortium, and Western Interoperable Communications Consortium as well as three representatives from the following state agencies: the Montana Department of Natural Resources and Conservation, the Montana Highway Patrol, and the Montana Department of Transportation. Each Project Director will be allowed to select a proxy member from their consortium to represent them if they are unable to attend.
- 3.2. Board member terms will be determined by their individual consortia.
- 3.3. All jurisdictions in the State of Montana belong to consortia. Any consortium who disbands will be recognized as eliminating a Project Director to the IMPD, and jurisdictions will have the option to either join a consortium or be assigned to one. All jurisdictions will be members of a consortium with whom it has a working relationship and mutual aid agreements.



3.4. Each IM Project Director is a full and equal member of the IMPD board. Each Project Director shall have one vote in the proceedings of the board. A quorum shall consist of majority plus one of the voting members.

3.5. Voting by electronic, telephonic means, or by proxy member, selected by the Consortium Project Director, will be permitted as required.

3.6. Members of the IMPD are the only meeting participants that will make motions and vote on motioned items. Motioned items will be approved or disapproved by majority vote of the members.

3.7. Non-voting meeting members are any meeting participant who, upon recognition of the chair, may be invited to participate at board meetings.

ARTICLE 4: Meetings and Procedures:

4.1. The IMPD shall meet at a minimum quarterly, at the call of the Chair. Meetings and records of meetings shall conform to Title 2, MCA and all existing State and Federal Codes and regulations. Notice of the time and place of the meeting shall be given to each member personally, by mail or electronically at least two days before a meeting, posted on the web site, and determined prior to the completion of the previous meeting.

4.2. The IMPD will be assisted by the Public Safety Services Bureau in the keeping and posting of records of meetings. Committees or sub-committees designated by the Board will present their meeting records to the board for inclusion in the board records. Records shall consist of names of those in attendance, a summary of the business conducted, and motions made and votes taken by the board. Recordings of all meetings are available on CD and will be made available upon request in the event there are misunderstandings about discussion.

4.3. The IMPD shall elect the Chair, Vice-Chair and 2nd Vice-Chair to serve for staggered three-year terms on the board. The 2nd Vice Chair shall come up for election in January, 2008. The Vice Chair shall come up for election in January, 2009 and the Chair in January, 2010. Elections shall occur in the same cycle thereafter. The Vice-Chair and 2nd Vice-Chair shall be elected to serve in the absence of the Chair. The Chair, Vice-Chair, 2nd Vice-Chair and immediate Past Chair will serve as the Executive Board. Any action taken by the Executive Board shall be reported to the full Board at the next regularly scheduled meeting.

4.4. The IMPD or the Chair, may invite any additional, non-voting, individuals to meet with and assist the board in a particular area for a particular time.

4.5. The IMPD may elect to meet in executive session by the majority vote of the members during any meeting period due to the sensitive nature of the material. Upon such notice, the meeting area will be cleared and the board will conduct the Executive Session and then return to the ordinary session of the meeting.

ARTICLE 5: Organization and Administration:

5.1. The IMPD has the final authority and responsibility for the decisions of the Board. It has the primary responsibility for development and execution of the strategy to implement Interoperability Montana as defined by SIEC.

5.2. The IMPD is also responsible for overall supervision and business affairs conducted by



the board.

5.3. The IMPD is expressly authorized to conduct operations in the furtherance of Interoperability Montana, establish committees and sub-committees, and make recommendations for Homeland Security funding, as voted by the Interoperability Montana Project Directors in furthering Interoperability Montana. The meetings of all appointed committees will be conducted in accordance with Article 4.1.

5.3.1. Ad Hoc Committees: The IMPD has the authority to appoint ad hoc committees for various projects necessary to achieve the responsibility of organization and administration. Ad Hoc committees are sunset committees and upon completion of their goals, set by the IMPD, through the chair, will disband unless recognized by the IMPD to be a Standing Committee of the IM.

5.3.2. Standing Committees: These committees are appointed by the IMPD through the chair and are committees that will continue to be a resource on an ongoing basis to IM. Committee members can be subject matter experts, members of consortia, employees of local, state and federal agencies. Members do not have to be Project Directors.

5.3.3 Governance of all IM appointed committees. All committees appointed by the IMPD shall have a chair and vice chair. A quorum is a simple majority (half plus one) of the appointed committee and attendance at meetings can include personal attendance, voice conferencing and voice video conferencing to conduct the business relative to the goals set by the IMPD. Committee members are not allowed to designated proxies. Appointments to committees will be reviewed annually by the Project Directors and reappointed through the chair, based on the advice of the Project Directors. The chair of all IMPD committees shall be appointed by the IMPD Chair.

5.4. The Chair of the IMPD will act as the primary point of contact for the Board and will, under the general direction of the Board, exercise day-to-day coordination, supervision, and administration of the operation of the Board.

5.5. The Chair shall be the primary interface with contractors engaged in services for the IMPD and will designate the nature and depth of status and progress reports from the contractor to the Board.

5.6 These bylaws may be amended or repealed and new bylaws adopted by a majority of the Interoperability Montana Project Directors at any regular or special board meeting.

ARTICLE 6: Amendment to the Bylaws:

6.1 Proposed amendments or repeal action of the bylaws shall be preceded by a thirty- (30) day notice to each voting member.

6.2 These bylaws may be amended or repealed and new bylaws adopted by a majority of the Interoperability Montana Project Directors at any regular or special board meeting.

ARTICLE 7: Duration:

7.1. These bylaws shall remain in effect until modified or rescinded by the IMPD.



Appendix J: Interoperability Montana Project Directors Committee Memberships

4.4 IMPD Members, Committee Members

Board of Project Directors

Sheriff Cheryl Liedle	Chair, Interoperability Montana Project Directors (IMPD)
Ed Auker	Big Sky 11 Consortium Project Director
Kevin Bruski	Montana Department of Transportation
Sheriff Jim Cashell	Mobile Data Transmission (MDT) Project Director
Sheriff Wayne Dusterhoff	Northern Tier Interoperability Consortium (NTIC)
George Gupton	Western Interoperable Communications Consortium (WICC)
Sheriff Scott Howard	Tri-County Consortium (TIC) Project Director
Cindy Kilby	Central MT Interoperable Communications Consortium (CMICC) Project Director
Dave McPherson	I-15/90 Consortium (I-15/90) Project Director
Chief Alan Michaels	First Vice-Chair, IMPD; Eastern Tier Consortium Project Director
Ted Mead	Bureau Chief, Fire & Aviation Management, Montana Dept. of Natural Resources and Conservation
Jason Shrauger	South Central Montana Interoperability Consortium (SCMIC) Project Director
Roger Smith	Montana Highway Patrol

Support Members:

<i>Mark Adams</i>	<i>Program Manager, Northrop Grumman</i>
<i>Chris Christensen/</i>	<i>Public Safety Services Bureau (PSSB)</i>
<i>Scott Bradford/</i>	<i>PSSB</i>
<i>Pete Mohan/</i>	<i>PSSB</i>
<i>E. Wing Spooner</i>	<i>PSSB</i>
<i>Dave Clouse</i>	<i>Tri-County Consortium Technical Committee/Northrop-</i>
<i>Grumman</i>	
<i>Bill Fleiner</i>	<i>Montana Department of Corrections</i>
<i>Sheri Lanz/</i>	<i>Montana Disaster and Emergency Services</i>
<i>Dan Sullivan</i>	<i>Montana Disaster and Emergency Services</i>

Executive Committee

Sheriff Cheryl Liedle	Chair, Interoperability Montana Project Directors
Chief Al Michaels	First Vice-Chair, IMPD; Eastern Tier Consortium Project Director
Vacant	Second Vice-Chair, IMPD

Governance Committee

Bill Fleiner	Chair, Governance Committee/Montana Department of Corrections
Cindy Mullaney	Vice Chair, Governance Committee/ Central MT Interoperable Communications Consortium (CMICC) Project Director
Tim Burton	Helena City Manager
Kevin Bruski	Montana Department of Transportation
Chris Christensen/	Public Safety Services Bureau (PSSB)
Sheena Wilson	Deputy Chief of Staff, Governor's Office



Sheriff Cheryl Liedle
Chief Alan Michaels
Jason Shrauger
Roger Smith

Chair, Interoperability Montana Project Directors
Eastern Tier Consortium Project Director
South Central Montana Interoperability Consortium (SCMIC)
Montana Highway Patrol

Support Members:

*Mark Adams
Jane Jelinski*

*Program Manager, Northrop Grumman
Montana State University (MSU) Local Government Study Group*

Statement of Work Committee

Chris Christensen
Sheriff Cheryl Liedle
Dave Clouse
Sheriff Scott Howard

Public Safety Services Bureau (PSSB)
Chair, Interoperability Montana Project Directors
Tri-County Consortium Technical Committee/Northrop-Grumman
Tri-County Consortium (TIC) Project Director



Appendix K: Interoperability Montana Governance Committee Members

4.4 Interoperability Montana Governance Committee Members

William Fleiner, CHAIR
DOC Quality Control/IMGC Chair
Business: 406-444-4761
Mobile: 406-980-2053
Email: wfleiner@mt.gov

Mark E. Adams
Northrop Grumman Program Manager
Business: 406-443-8694
Mobile: 406-461-6063
Email: mark.e.adams@ngc.com

Kevin Bruski
Chief Communications Bureau Chief, DOT
Business: 406-444-6305
Mobile: 406-431-6305
Email: kbruski@mt.gov

Tim Burton
Helena City Manager
Business: 406-447-8401
Email: tburton@ci.helena.mt.us

Chris Christensen
PSSB
Business: 406-444-7370
Mobile: 406-202-3632
Email: cchristensen@mt.gov

Sheriff Cheryl Liedle
Montana Peace Officer's Association
Business: 406-447-8235
Mobile: 406-447-8286
Email: cliedle@co.lewis-clark.mt.us

Alan Michaels, Police Chief
Eastern Tier Interoperability Consortium
Business: 406-377-2364
Email: gpdadm@midrivers.com

Cindy Mullaney
CMICC Project Director
Business: 406-271-4040
Email: pondes@3rivers.net

Roger Smith
Communications Technician, MHP
Business: 406-444-4274
Email: rsmith@mt.gov

Sheena Wilson
Governor's Office
Business: 444-5503
Email: swilson@mt.gov



Appendix L: Interoperability Montana Technical Committee (IMTC) Memberships

4.4 Interoperability Montana Technical Committee Members

Interoperability Montana Technical Committee (IMTC) Voting Members

Don Brostrom	Northern Tier Consortium Technical Committee /Hill County Undersheriff
Kevin Bruski	Montana Department of Transportation
Sean Gallagher/	Montana Department of Natural Resources and Conservation (DNRC)
Todd Klemann	DNRC Alternate
Ray Hetherington	Big Sky 11 Technical Committee/Wheatland Golden Valley County 9-1-1 Center
Mary Hill/	Central MT Interoperable Communications Consortium (CMICC) Technical Committee; DES Coordinator, Judith Basin County
Donita (Sue) Demontinay	Representative, Chippewa Cree Tribe (CMICC Alternate)
Dorothy Gremaux	CMICC Alternate
Jason Jarrett/	South Central Montana Interoperability Communications Consortium (SCMICC) Technical Committee/Deputy, Gallatin County
Jason Shrauger	SCMICC Alternate
Dave McGinnis	Western Interoperable Communications Consortium (WICC) Technical Committee/Missoula County Sheriff's Office
Bob McWilliams	I-15/90 Consortium Technical Committee/DES Coordinator, Beaverhead County
Butch Renders	Eastern Tier Interoperability Consortium/DES Coordinator, Richland County
Jack Spillman	Tri-County Consortium Technical Committee, Lewis and Clark County Sheriff's Office Radio System Administrator
Roger Smith/	Montana Highway Patrol (MHP)
Dale Osborne/	MHP Alternate
Charlie Larson	MHP Alternate

Support Members:

Mark Adams/	Program Manager, Northrop Grumman
Dave Clouse	Northrop Grumman
Scott Bradford/	Public Safety Services Bureau (PSSB)
Pete Mohan/	PSSB Alternate
E. Wing Spooner	PSSB Alternate
Bruce Brown	Federal Bureau of Investigations (FBI)
Mark Canton	Motorola
Lt. Col. Matt Lynde/	Montana National Guard (MNG)
Major Jeff Fisher	MNG Alternate
Alan Miller	Bureau of Land Management (BLM)
Eric Proctor	U.S. Forest Service
Bill Fleiner/	Department of Corrections



Encryption Sub-Committee to the IMTC

Don Brostrom	Northern Tier Consortium/Hill County Undersheriff
Bruce Brown	FBI
Dale Osborne	Montana Highway Patrol
Jack Spillman	Tri-County Consortium, L & C County Sheriff's Office Radio System Administrator
E. Wing Spooner	Public Safety Services Bureau (PSSB)

Frequency Sub-Committee to the IMTC

Kevin Bruski	Montana Department of Transportation
Scott Bradford	Public Safety Services Bureau (PSSB)
Ray Hetherington	Big Sky 11 Technical Committee/Wheatland Golden Valley County 9-1-1 Center
Roger Smith	Montana Highway Patrol
Jack Spillman	Tri-County Consortium, L & C County Sheriff's Office Radio System Administrator

Radio Programming Sub-Committee to the IMTC

Don Brostrom	Northern Tier Consortium/Hill County Undersheriff
Dale Osborne	Montana Highway Patrol
Roger Smith	Montana Highway Patrol
Jack Spillman	Tri-County Consortium, L & C County Sheriff's Office Radio System Administrator



Appendix M: Interoperability Montana Committee and Consortia Meeting Schedules

Section 4.5: IM Consortia and IM Committee Meeting Schedules

Available on the following Interoperability Montana webpages:

Interoperability Montana Project Directors:

http://interop.mt.gov/pd_meetings.asp

Interoperability Montana Governance Committee:

http://interop.mt.gov/gc_meetings.asp

Interoperability Montana Technical Committee:

http://interop.mt.gov/imtc_meetings.asp

Big Sky 11 Interoperability Project:

http://interop.mt.gov/bigsky11_meetings.asp

Central Montana Interoperability Communications Consortium (CMICC)

http://interop.mt.gov/cmicc_meetings.asp

Eastern Tier Interoperability Project (ETIP)

http://interop.mt.gov/etic_meetings.asp

I-15/90 Corridor Interoperability Communications Project (I-15/90)

http://interop.mt.gov/15-90_Meetings.asp

Mobile Data Terminal Consortium (MDT)

<http://interop.mt.gov/mdtc.asp>

Northern Tier Interoperability Project (NTIP)

http://interop.mt.gov/ntip_meetings.asp

South Central Montana Interoperability Consortium (SCMIC)

http://interop.mt.gov/scmic_meetings.asp



Southwest Interoperability Project (SWIP)

<http://interop.mt.gov/swip.asp>

Tri-County Interoperability Consortium (TIC)

http://interop.mt.gov/tic_meetings.asp

Western Interoperable Communication Consortium (WICC)

http://interop.mt.gov/wicc_meetings.asp



Appendix N: Additional Resources

10.3: IM Project Fact Sheet, Heard Across Montana (HAM) Newsletter, Montana Policy Review

Interoperability Montana Project Fact Sheet: Available on the Interoperability Montana website:

http://interop.mt.gov/docs/MOTO80241_B.pdf

Heard Across Montana (HAM) Newsletter: Available on the Interoperability Montana website:

<http://pssb.mt.gov/ham.asp>

Montana Policy Review (Vol 14, No 1 Summer 2007): Available on the Interoperability Montana website:

http://interop.mt.gov/montana_policy_review.asp

